

## Policy Committee – 6<sup>th</sup> June 2017

### INTERIM OUTTURN REVENUE BUDGET MONITORING REPORT - QUARTER 4 2016/17



Report of the Strategic Manager – Financial Services (s151 officer)

Lead Member – Financial Resilience: Councillor Mulligan

Ward(s) affected: All

#### 1. **Purpose of Report**

- 1.1 To advise members of the Revenue Budget position of the Council, based on the Quarter 4 review of income and expenditure to the end of March 2017.

#### 2. **Recommendations**

- 2.1 Members to note the interim outturn revenue budget monitoring position as at 31 March 2017.
- 2.2 Members note the £135,180 of the savings achieved this year and identified as green in Appendix B and that these savings have been transferred to an earmarked reserve for support to the 2017/18 budget and beyond.
- 2.3 Members confirm a revenue budget carry forward of £124,485 for completion of revenue commitments in 2017/18. Identified in Appendix D.
- 2.4 Members confirm a contribution of an additional £76,000 to the Business Rates Contingency Reserve.
- 2.5 Members approve the transfer of the balance of the revenue budget surplus to earmarked reserves. The allocations to be delegated to the Strategic Manager – Financial Services (S151 Officer).

#### 3. **Background Information**

- 3.1 On 16th February 2016 the Council approved its Net Revenue Budget at £7,896 for 2016/17. This was subsequently increased by 2015/16 revenue budget slippage amounting to £195k and capital programme slippage and additions £319k.

- 3.2 The budget included:
- A contribution of £18k to Parishes to assist them with the impact of the localisation of council tax.
  - A contribution of £72k from previous years Council Tax Collection Fund surpluses.
  - A contribution of £364k to the Business Rates Collection Fund Deficits
  - New Homes Bonus Grant of £1,086k
  - Net Contributions to/from Earmarked Reserves of £1,451k
  - A Corporate Contingency of £75k plus additional slippage of £25k.
  - Member Grants for their Wards £15k plus additional slippage of £15k.

#### **4. Quarter 4 Financial Performance – Revenue Budget**

- 4.1 Based on the March budget monitoring exercise the Council's performance against budget is a forecasted underspend of £616k for the full financial year of which £440k is services and £176k is business rates. Projected financial performance at the end of Q4 is summarised in Table 1 below and shown in detail at Appendix A. This includes an additional £3k from the Council's Income and Savings Plan shown at Appendix B.
- 4.2 Should the Budget Outturn change during the final stages of the Closedown of the 2016/17 Financial Year a further report on the revised outturn will be brought to the meeting of Policy Committee in July following approval of the draft Statement of Accounts by the S151 Officer. The formal audited Statement of Accounts will be presented to the Audit and Governance Committee in September 2017.
- 4.3 Service Related Costs
- Services are currently showing a projected favourable variance of £419k, this includes the £3k identified green on the income and savings plan. Details of the variances are set out in Appendices A2 to A4. The main factors giving rise to the variances are:
- 4.4 Salaries and Wages – Salaries and Wages form a major expenditure for the Council, accounting for approximately 34% of Budgeted Revenue expenditure. Net savings in salary for the financial year totalled £129k however agency and contract staff have been used to fill some of the gaps and as such these costs are estimated at £202k by the end of quarter 4. The use of Agency staff is not sustainable going forward and in the long term will end up costing the Council more than substantive members of staff. A further risk is that if the 'vacant' posts are not being filled either by permanent or temporary staff – is work not being done, is there a potentially statutory duties not being completed in a timely manner.
- 4.5 Chief Executive / Director of Services
- X CLT – Costs of the Senior Management Structure Review, £18k.
- ✓ Increased income from Room hire, £(3k), in Business Support
  - ✓ Savings in Recruitment expenses £(8k) – no high cost appointments in 16/17.
  - ✓ Overpayment income £(7k), Savings in Revenues & Benefits Service Unit

£(69k) Offset by...

X Increased Costs in Council Tax Collection External Services of £27k.

✓ One-off savings in ICT, £(27k) returned duplicate payment from 15/16 and a £(10k) credit due to billing error by one supplier...

X Offset to a degree by employee costs to suitably resource the department.

✓ Income surpassed target with Partnerships and Communications, £(23k).

#### 4.6 Resources

✓ Savings supplies and service costs with Democratic services, £(17k).

✓ Reduced Expenditure with Elections – due to the ability to make claims as combined elections, changing a forecast deficit to a saving £(40)k

✓ Unexpected Rent Receivable for Airedale Business Park £(27k), £(10k) on Garage income. BVS - NYCC recharge income higher than anticipated £(12k).

✓ Additional income in Car Parking £(117k) offset by increased External Service (Cash Collections and other) £61k.

X Assets & Comm SU - No Internal Property Maintenance Recharges completed - £43k under target. Offset slightly by £(12k) above NYCC recharge target. Estates - £8k overspend in supplies & Services and £7k overspend in premises costs offset by unexpected income; £(10k) one off Garage disposal. £39k under the expected rent receivable target.

✓ Achieved more income than expected, £(2k).

✓ Financial services saving in external services/ICT Charges £(27k)  
[Procurement & payroll advice and ICT Consultants for the Financial Management System]

#### 4.7 Community

Waste Management; X Use of a Hire Vehicle for Bulky Waste Service £10k. ✓ Savings in waste disposal costs £(12k) and income up on target £(8k). ✓ The Sale of two vehicles (below Capital threshold) £(8k).

✓ With Environmental Health, Water Sampling Income above budgeted £(13k) and other income £(3k).

✓ Savings within Private Sector Housing Services; £(16k).

✓ Aireview House – savings as Maintenance £(6k) put on hold pending remodel. Rent above revised expected £(21k) offset by external services – Security Provision £24k.

✓ Development Control Income £(31k) above revised target.

X Land Charges incurred £9k on unexpected Legal Costs and underachieved income £9k.

X Local Plan, £101k the majority of which is the payment of Legal Costs.

✓ Craven Pool & Fitness Centre achieved net cost surplus, £(40k).

Employee costs £12k overspent offset by £(16k) underspends on Utilities. Equipment and External Service costs £62k overspent, however offset by income exceeding target by £(99k).

✓ Bereavement Services had a net surplus of £(138k); £(48k) underspend in maintenance costs, £(10k) one off saving in NNDR. Income exceed target by £(73k).

#### 4.8 Corporate

At the end of the year Corporate Costs outside the Net Cost of Service are showing a positive variance of £30k due to an increase in investment income. The amount for the Revenue Contributions to Capital Outlay is showing a net

overspend of £9k, this will met from the savings on the Net Cost of Services. There were some projects on the Capital Programme, which were being funded from Revenue, that have completed under budget. This will be reflected in the funding that will be transferred from the reserves.

4.9 Projected financial performance at the end of Q4 is summarised in Table 1 below....

4.10 **Table 1: Summary Of Q4 Forecasted Outturn Position As At 31 March 2017**

	Original Budget 2016/17 £	Revised Budget 2016/17 £	Slippage requested 16/17 to 17/18 £	Draft Accounts 2016/17 £	(Under)/ Overs 2016/17 £	%
<u>Services</u>						
Chief Executive / Director of Services	1,836,538	<b>1,934,515</b>	<b>(32,153)</b>	<b>1,822,249</b>	<b>(112,266)</b>	5.80
Resources Department	1,655,610	<b>1,653,731</b>	<b>(6,585)</b>	<b>1,514,543</b>	<b>(139,188)</b>	8.42
Community Department	2,303,392	<b>2,380,057</b>	<b>(85,747)</b>	<b>2,212,323</b>	<b>(167,733)</b>	7.05
Total Service Related	<b>5,795,540</b>	<b>5,968,303</b>	<b>(124,485)</b>	<b>5,549,116</b>	<b>(419,187)</b>	7.02
<u>Corporate Costs</u>						
Investment Income	<b>(59,880)</b>	<b>(99,880)</b>	<b>0</b>	<b>27,496)</b>	<b>(27,616)</b>	27.65
Interest Payable	255,710	<b>255,710</b>	<b>0</b>	<b>255,709</b>	<b>(1)</b>	
MRP for Capital Financing	321,000	<b>321,000</b>	<b>0</b>	<b>319,116</b>	<b>(1,884)</b>	0.59
Revenue Funding For Capital Programme	667,550	<b>293,316</b>	<b>(632,613)</b>	<b>302,179</b>	<b>8,863</b>	3.02
Corporate Contingency	75,000	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Support to Parishes	17,760	<b>17,760</b>	<b>0</b>	<b>17,760</b>	<b>0</b>	
2016/17 Revenue Bids	136,100	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
NHB Projects Approved to Commence	687,120	<b>671,193</b>	<b>0</b>	<b>671,193</b>	<b>0</b>	
Revenue Budget	<b>7,895,900</b>	<b>7,427,402</b>	<b>(750,513)</b>	<b>6,987,577</b>	<b>(439,825)</b>	5.92
Contr. To / (From) Earmarked Reserves & Grant	<b>(3,019,760)</b>	<b>(2,551,032)</b>	<b>0</b>	<b>(2,111,207)</b>		
To be met from CTax, Rates	<b>(4,876,140)</b>	<b>(4,876,140)</b>	<b>0</b>	<b>(5,052,085)</b>	<b>(175,945)</b>	3.61
(Surplus) / Deficit For Year - to be transferred to reserves					<b>(615,825)</b>	

4.11 Income & Savings Plan

The Council's financial pressures for its budgets will continue. The current estimate from the 2016/17 Medium Term Financial Plan (MTFP) is that as a result of expected savings or estimated additional income the 2017/18 budget has achieved the savings required. It predicts savings or income of £584k are required for 2018/19 and £545k for 2019/20. However there is a risk that this could increase. The Long Term Financial Strategy (LTFS) reflects this and forecasts by 2020/21 additional savings of £959 will be required. The LTFS is scheduled for review at the September meeting of Policy Committee.

4.12 Appendix B details the summary of the current Savings plan information at 31 March 2017. The target for 2016/17 was £300k. The projects that have been achieved are shown in the green savings and total £135k (£132k at Q3 have already been reflected in the 16/17 revised budget). These savings have been included in the 2017/18 Budget. Work is on-going to identify projects to balance future years budgets beyond 2017/18. These will be added to the plan as they are confirmed as suitable, affordable and achievable.

4.13 Budget Slippage

As part of the year end process officer have identified some areas of revenue expenditure to which the Council is committed but which will not be completed until 2017/18. The 2017/18 budget does not contain sufficient resource to undertake these projects and CLT have therefore approved budget slippage of £124,485. The items requiring slippage are identified in Appendix D.

4.14 Main Risk Areas

The 2016/17 Revenue Budget report highlighted the main risk areas to the Council as sustaining income levels in the current economic climate, and implementing the savings that have been built into the budget. These risks will continue in to 2017/18 and beyond.

4.15 Income Streams

All income streams are monitored on a monthly basis. To mitigate the risk of under achievement of income cautious estimates were included within the 2016/17 budget. At the end of quarter 4 overall were 5.4% ahead of target. Income streams were reviewed as part of the 2017/18 budget setting process and budgets adjusted based on the improved performance.

4.16 Budget monitoring clinics are held with budget holders on a quarterly basis.

4.17 Statistics showing performance against income and salary budgets are also presented to CLT on a monthly basis.

4.18 As part of the monitoring of income streams members requested amore detailed analysis of Car Parking Income. This information is attached as Appendix C.

4.19 Business Rates

The Council continued its membership of the North Yorkshire Business Rates Poo. During 2016/17 there remained a great deal of volatility in the rating system as a consequence of appeals. The valuation office has provided information on appeals, and this together with officer estimates forms the

basis for the allowances that are required to mitigate their financial impact going forward. Appeals for rating reassessment which could go back to 2010 continued throughout the year.

- 4.20 The final outturn from the North Yorkshire Business Rates Pool has been confirmed. The Council estimated that it would receive £1,737k from business rates in 2016/17. The outturn is £1,913 which includes a contribution from the Pool of £172k . The outturn position for the Council for 2016/1716 in respect of business rates is a surplus of £176k.
- 4.21 The Business Rates Contingency Reserve has received contributions of £132k in 2016/17. It is proposed that £76k of the surplus is transferred to the reserve to ensure adequate funds for the future year rates liabilities are available, with the £100k balance being placed in the New Homes Bonus Reserve to repay the drawdown used to support the budget.

## 5. **Financial Position**

- 5.1 The Council has a General Fund unallocated balance of £995k at 1 April 2016. This balance has remained during 2016/17.
- 5.2 The Council's policy was to maintain the General Fund Balance at a prudent level. This is essential in order to mitigate against the risk of unplanned movements from budgeted net expenditure levels and to cover for day to day cash flow variances. Moreover, a robust level of reserves will help the Council mitigate against the risks of ongoing funding cuts. For 2016/17 this level was agreed as adequate. The current LTFS has assumed balance will be maintained.
- 5.3 The 2017/18 revenue budget is not without pressures, and has a contingency of £75k. The 2016/17 budget was increased to £100k with savings from 2015/16 and it is proposed that £25k is carried forward again as part of the reserve contribution to increase the contingency budget to £100k for 2017/18.

### 5.4 **Table 3: Summary of Proposals for Utilisation of 2016/17 Outturn Surpluses**

Description	Paragraph Reference	Amount £'000	Balance £'000
Forecasted Surpluses at 31 March including Business rates			616
Contribution to Business Rates Contingency Reserve	4.21	76	540
Contribution to NHB Reserve	4.21	100	440
Contribution to Contingency 2017/18 Budget	5.3	25	415
Estimated Contributions to Earmarked Reserves	5.5	415	0

- 5.5 It is proposed that the Council contributes to the following specific earmarked reserves for the funding of capital or revenue projects going forward. These

reserves would include Vehicles (£58k), IT (£50k), Buildings (£50k) Planning (£250k) and Enabling Efficiencies (£7k)

## **6. Summary**

- 6.1 The impact of the economy on the Council's income streams and their volatility is a risk to the Council and will need to be managed closely going forward. This is taken into account when setting the expected targets for income in the following year.
- 6.2 The General Fund Revenue Balance currently stands at £995k. This will assist in mitigating against the risk of unplanned movements from budgeted net expenditure levels, as well as the impact of changes in local government funding.
- 6.3 The Council had £5,786k in earmarked reserves at 1 April 2016. Budgeted and in year Contributions of £2,486, less Utilisation in 16/17 or commitment for future years use of £3,979k means a balance £4,293k. This is shown in Appendix E.

## **7. Implications**

### **7.1 Financial and Value for Money Implications**

All financial implications are contained in the body of the report.

### **7.2 Legal implications**

None as a direct result of this report. The Council set a balanced budget for 2016/17, and going forward it is a further requirement that the budget is balanced.

### **7.3 Contribution to Council Priorities**

The delivery of a balanced and managed budget is critical to the well being of the Authority.

### **7.4 Risk Management**

Failure to achieve a balanced budget in the financial year would have had serious consequences for the Council. The Council needs to develop plans to mitigate against the phased reduction of Revenue Support Grant to nil by 2018/19.

### **7.5 Equality Impact Assessment**

The Council's Equality Impact Assessment Procedure **has been** followed. An Equality Impact Assessment **has not** been completed on the proposals as completion of **Stage 1- Initial Screening** of the Procedure identified that the proposed policy, strategy, procedure or function **does not have** the potential to cause negative impact or discriminate against different groups in the community based on •age • disability •gender • race/ethnicity • religion or religious belief (faith) •sexual orientation, or • rural isolation.

**8. Consultations with Others**

None

**9. Access to Information : Background Documents**

None

**10. Author of the Report**

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**12. Appendices**

Appendix A – Revenue Budget - analysis of projected outturn by Department / Cost Centre Group.  
Appendix B – Income and Savings Plan.  
Appendix C – Car Parking Income Performance  
Appendix D – Revenue Budget Slippage  
Appendix E – Earmarked Reserves Analysis



Summary Report

Appendix Reference	Description	Original Budget 2016/17 £	Virements 2016/17 £	Slippage Requests from 2015/16 £	Supplementary Estimates 2016/17 £	Slippage Requests into 2017/18 £	Virements, Slippage & Supplementary Estimates 2016/17 £	Revised Budget 2016/17 £	DRAFT ACCOUNTS 2016/17 £	(Under)/Overspend 2016/17 (+ve)/-ve £	% Variance	Comments
A2	Chief Executive/Director of Services	1,836,538	130,130	0	0	(32,153)	97,977	1,934,515	1,822,249	(112,266)	5.80%	
A3	Resources Department	1,655,610	4,706	0	0	(6,585)	(1,879)	1,653,731	1,514,543	(139,188)	8.42%	
A4	Community Department	2,303,392	162,412	0	0	(85,747)	76,665	2,380,057	2,212,323	(167,733)	7.05%	
Total Service Related Costs		5,795,540	297,248	0	0	(124,485)	172,763	5,968,303	5,549,116	(419,187)	7.02%	

## Corporate Costs

Investment Income	(59,880)	(40,000)	0	0		(40,000)	(99,880)	(127,496)	(27,616)	27.65%	Additional income from improved cash flows
Interest Payable	255,710	0	0	0		0	255,710	255,709	(1)	0.00%	
Minimum Revenue Provision	321,000	0	0	0		0	321,000	319,116	(1,884)	0.59%	
Revenue Funding of Capital Programme	667,550	250	146,129	112,000	(632,613)	(374,234)	293,316	302,179	8,863	3.02%	
Corporate Contingency	75,000	(100,000)	25,000	0		(75,000)	0	0	0		£100k vired to Services
Support To Parishes	17,760	0	0	0		0	17,760	17,760	0		
Revenue Bids	136,100	(136,100)	0	0		(136,100)	0	0	0		Vired to services
NHB Projects Approved to Commence	687,120	(15,927)	0	0		(15,927)	671,193	671,193	0		
Total Revenue Budget 2016/17	7,895,900	5,471	171,129	112,000	(757,098)	(468,498)	7,427,402	6,987,577	(439,825)	5.92%	
Transfers to/from reserves, NHB & Grant	(3,019,760)	468,728	0	0	0	468,728	(2,551,032)	(2,111,207)	615,770	24.14%	
Amount to met by C. Tax & Business Rates	(4,876,140)	0	0	0	0	0	(4,876,140)	(5,052,085)	(175,945)	3.61%	

Description	Original Budget 2016/17	Virements 2016/17	Slippage Requests from 2015/16	Supplementary Estimates 2016/17	Slippage Requests into 2017/18	Virements, Slippage & Supplementary Estimates 2016/17	Revised Budget 2016/17	DRAFT ACCOUNTS 2016/17	(Under)/Overs pend 2016/17 (+ve)/-ve	% Variance	Comments
		£	£	£	£	£	£	£	£		
CLT	416,321	39,775	0	0		39,775	456,096	485,454	29,358	6.44%	
Business Support	200,166	(23,925)	0	0		(23,925)	176,241	153,515	(22,726)	12.89%	£16k underspend on employee costs, Room hire income exceed target by £3k
Human Resources & Training	160,150	17,966	0	0		17,966	178,116	159,504	(18,613)	10.45%	£8k underspend in Recruitment Expenses plus a £5k underspend in Memberships & Subscriptions
Craven Crime Reduction + Safer Stronger Communities	0	16,740	0	0	(22,080)	(5,340)	(5,340)	(6,116)	(776)	14.52%	
Customer Services	309,360	(36,184)	0	0		(36,184)	273,176	267,881	(5,295)	1.94%	
Revenues & Benefits Services	113,880	(49,668)	0	0		(49,668)	64,213	25,049	(39,163)	60.99%	Revs and Bens: £21k saving in employee costs, £20k saving in Computer Charges. Cost of Collection-Council Tax - £27k overspend in Ext. Services offset by... Rent Allowances Cost Centre - Computer costs saving £17.5k plus Overpayment income exceeding target by £7k.
Partnerships & Communications	176,790	20,687	0	0	(10,073)	10,614	187,404	170,514	(16,890)	9.01%	£7k underspend on employee costs. £23k exceeded income target - (sponsorship/project income by £8k) Project expenditure over by £9k.
Tour De Yorkshire	0	149,460	0	0		149,460	149,460	149,460	(0)		
ICT & Transformation	464,870	4,149	0	0		4,149	469,019	436,245	(32,775)	6.99%	£20k overspend on employee costs offset by £50k savings on Supplies & Services of which £28k one off credit invoice for 15/16 duplicate
Street Signs & GIS	(5,000)	(8,870)	0	0		(8,870)	(13,870)	(19,256)	(5,386)	38.83%	Exceeded income target.
Total Chief Executive/Director of Services	1,836,538	130,130	0	0	(32,153)	97,977	1,934,515	1,822,249	(112,266)		

Description	Original Budget 2016/17	Virements 2016/17	Slippage Requests from 2015/16	Supplementary Estimates 2016/17	Slippage Requests into 2017/18	Virements, Slippage & Supplementary Estimates 2016/17	Revised Budget 2016/17	DRAFT ACCOUNTS 2016/17	(Under)/Overs pend 2016/17 (+ve)/-ve	% Variance	Comments
		£	£	£	£	£	£	£	£		
Democratic Services	37,310	(678)	0	0		(678)	36,632	35,902	(730)	1.99%	
Democratic Representation	249,601	(1,574)	0	0		(1,574)	248,027	230,444	(17,582)	7.09%	Net savings in Employee costs (Vacant post offset by Mem. Allowance) £4k and £13k underspends in Supplies and Services
Elections	85,670	(300)	0	0		(300)	85,370	44,491	(40,878)	47.88%	Savings across all Election related expenditure.
Electoral Registration	66,910	(800)	0	0		(800)	66,110	58,810	(7,300)	11.04%	
Total Member Services	439,490	(3,352)	0	0	0	(3,352)	436,138	369,648	(66,490)		
Properties (incl. Build to rent)	310,590	44,266	0	0		44,266	354,856	304,932	(49,924)	14.07%	Unexpected Rent Receivable for ABP £27k, £10k on Garage income. BVS - NYCC recharge income higher than anticipated £12k
Shared Ownership Scheme	0	(2,000)	0	0		(2,000)	(2,000)	(2,190)	(190)	9.52%	
Car Parks	(1,130,660)	(1,643)	0	0		(1,643)	(1,132,303)	(1,199,081)	(66,778)	5.90%	External Services overspend by £61k, however income exceeded target by £117k.
Public Conveniences	67,520	0	0	0		0	67,520	80,688	13,168	19.50%	£12k overspend on Premises costs - of which £9k in Maintenance costs
Amenity Areas/Aireville Park	104,720	0	0	0		0	104,720	107,872	3,152	3.01%	
Assets & Commercial Service Unit & Estates	218,120	(23,296)	0	0		(23,296)	194,824	289,382	94,558	48.53%	Assets & Comm SU - No Internal Property Maintenance Recharges completed - £43k under target. Offset slightly by £12k above NYCC recharge target. Estates - £8k overspend in supplies & Services and £7k overspend in premises costs offset by unexpected income although £10k one off Garage disposal. £39k under the expected rent receivable target.
Total Assets & Commercial Services	(429,710)	17,327	0	0	0	17,327	(412,383)	(418,398)	(6,015)		
Legal Services	163,290	(7,375)	0	0		(7,375)	155,915	154,707	(1,208)	0.77%	Achieved £2k more income than expected.
Corporate Costs	974,260	19,500	0	0		19,500	993,760	960,797	(32,963)	3.32%	Utilised ,£7k, Bad Debt Provision & a Credit of £17k year end adj.
Community Services (Credit Unions)	10,000	0	0	0	(6,585)	(6,585)	3,415	3,415	0	0.00%	
Financial Services	498,280	(21,394)	0	0		(21,394)	476,886	444,374	(32,512)	6.82%	£27k saving in use of external services and Computer charges. £5k saving in employee costs.
Total Resources Department	1,655,610	4,706	0	0	(6,585)	(1,879)	1,653,731	1,514,543	(139,188)		

**Community Department**

Appendix A 4

Description	Original Budget 2016/17	Virements 2016/17	Slippage Requests from 2015/16	Supplementary Estimates 2016/17	Slippage Requests into 2017/18	Virements, Slippage & Supplementary Estimates 2016/17	Revised Budget 2016/17	DRAFT ACCOUNTS 2016/17	(Under)/Overspend 2016/17 (+ve)/-ve	% Variance	Comments
	£	£	£	£	£	£	£	£	£		
Refuse Collection - Domestic	787,140	(42,264)	0	0	0	(42,264)	744,875	783,067	38,192	5.13%	Use of Agency Staff £33k overspend, use of lease vehicle for BW collections £10k overspend. Offset by sales of Bins £6k over target
Refuse Collection - Commercial	(146,980)	(64,888)	0	0	0	(64,888)	(211,868)	(235,529)	(23,661)	11.17%	Savings in the disposal of TW £12k and Income exceeded target by £8k
Street Cleansing	293,190	(12,893)	0	0	0	(12,893)	280,297	268,937	(11,360)	4.05%	Sale of two vehicles (below CAP REC de-minimus) £8k
Recycling	124,250	95,354	0	0	0	95,354	219,604	211,730	(7,874)	3.59%	
Mechanics Workshop	26,570	41,466	0	0	0	41,466	68,036	63,566	(4,470)	6.57%	
Waste Management Service Unit	216,310	(22,157)	0	0	0	(22,157)	194,153	192,132	(2,022)	1.04%	
Garden Waste Scheme	(64,060)	(60,612)	0	0	0	(60,612)	(124,672)	(127,031)	(2,358)	1.89%	
<b>Total Waste Management</b>	<b>1,236,420</b>	<b>(65,994)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(65,994)</b>	<b>1,170,425</b>	<b>1,156,871</b>	<b>(13,554)</b>		
Environmental Health Services	387,342	(3,970)	0	0	0	(3,970)	383,372	359,799	(23,573)	6.15%	Water sampling income exceeded target £13k and other income up by £3k
Environmental Health Service Unit	11,780	(995)	0	0	0	(995)	10,785	7,153	(3,632)	33.68%	
Flooding	0	0	0	0	0	0	0	1,340	1,340		
<b>Total Environmental Health</b>	<b>399,122</b>	<b>(4,965)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(4,965)</b>	<b>394,157</b>	<b>368,292</b>	<b>(25,865)</b>		
Aireview House	26,979	20,000	0	0	(20,000)	0	26,979	14,362	(12,617)	46.77%	
Homelessness	253,929	(69,150)	0	0	0	(69,150)	184,779	198,869	14,090	7.63%	Bond & Rent In Adv. £23k overspent offset by Income above target £8k
Private Sector & Housing Enabling	36,710	0	0	0	0	0	36,710	21,025	(15,685)	42.73%	£16k saving in Supplies and Service costs
Housing Service Unit	48,980	(27,770)	0	0	0	(27,770)	21,210	18,685	(2,525)	11.91%	
<b>Total Housing Services</b>	<b>366,598</b>	<b>(76,920)</b>	<b>0</b>	<b>0</b>	<b>(20,000)</b>	<b>(96,920)</b>	<b>269,678</b>	<b>252,941</b>	<b>(16,737)</b>		

**Community Department**

Appendix A 4

Description	Original Budget 2016/17	Virements 2016/17	Slippage Requests from 2015/16	Supplementary Estimates 2016/17	Slippage Requests into 2017/18	Virements, Slippage & Supplementary Estimates 2016/17	Revised Budget 2016/17	DRAFT ACCOUNTS 2016/17	(Under)/Overspend 2016/17 (+ve)/-ve	% Variance	Comments
		£	£	£	£	£	£	£	£		
Hackney Carriages	2,490	(4,150)	0	0		(4,150)	(1,660)	(15,777)	(14,116)	850.13%	Saleable items exceeded target £12k
Liquor Licencing	(27,370)	0	0	0		0	(27,370)	(28,484)	(1,113)	4.07%	An overspend in Salaries (handover of Mgr) offset by income exceeding target
<b>Total Licensing Services</b>	<b>(24,881)</b>	<b>(4,150)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(4,150)</b>	<b>(29,031)</b>	<b>(44,261)</b>	<b>(15,230)</b>		
Historic Buildings	3,000	0	0	0		0	3,000	1,950	(1,050)	35.00%	
Building Control - Non Fee Earning	39,290	0	0	0		0	39,290	36,567	(2,723)	6.93%	
Building Control - Fee Earning	(59,060)	19,042	0	0		19,042	(40,018)	(38,343)	1,675	4.19%	
Local Plan	180,920	349,009	0	0		349,009	529,929	631,861	101,932	19.23%	Unbudgeted Legal challenge Costs
Local Land Charges	(79,680)	(7,292)	0	0		(7,292)	(86,972)	(70,804)	16,168	18.59%	£9k unanticipated Legal costs. Income £9k down on target
Development Control	88,680	(132,252)	0	0		(132,252)	(43,572)	(61,858)	(18,286)	41.97%	Fee income £31k ahead of revised target
Planning (Service unit)	22,180	(23,862)	0	0		(23,862)	(1,682)	(3,494)	(1,812)	107.76%	Unanticipated income - Grant £6k and one off compensation £9k
<b>Total Planning &amp; Building Control Services</b>	<b>195,330</b>	<b>204,645</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>204,645</b>	<b>399,975</b>	<b>495,878</b>	<b>95,903</b>		
<b>Total Economic Development</b>	<b>271,909</b>	<b>82,236</b>	<b>0</b>	<b>0</b>	<b>(53,447)</b>	<b>28,789</b>	<b>300,698</b>	<b>297,173</b>	<b>(3,525)</b>	<b>1.17%</b>	
<b>Total Leisure Services</b>	<b>(10,300)</b>	<b>(1,975)</b>	<b>0</b>	<b>0</b>		<b>(1,975)</b>	<b>(12,275)</b>	<b>(52,592)</b>	<b>(40,317)</b>	<b>328.46%</b>	Employee costs £12k overspent offset by £16k underspends on Utilities. Equipment and External Service costs £62k overspent, however offset by income exceeding target by £99k
<b>Total Cultural Services incl. Museum &amp; Skipton TH</b>	<b>162,211</b>	<b>1,338</b>	<b>0</b>	<b>0</b>	<b>(12,300)</b>	<b>(10,962)</b>	<b>151,249</b>	<b>141,675</b>	<b>(9,574)</b>	<b>6.33%</b>	
<b>Total Bereavement Services</b>	<b>(293,018)</b>	<b>28,198</b>	<b>0</b>	<b>0</b>		<b>28,198</b>	<b>(264,821)</b>	<b>(403,655)</b>	<b>(138,834)</b>	<b>52.43%</b>	£48k underspend in maintenance costs, £10k one off saving in NNDR. Income exceed target by £73k. Employee costs overspend £5k in Agency (sickness). Burial income exceeded target £9k.
<b>Total Community Department</b>	<b>2,303,392</b>	<b>162,412</b>	<b>0</b>	<b>0</b>	<b>(85,747)</b>	<b>76,665</b>	<b>2,380,057</b>	<b>2,212,323</b>	<b>(167,733)</b>		

Craven District Council Income & Savings Plan

Income & Savings Action Plan 2016/17 - 2018/19 Forecast of Savings Final Update For 31 March 2017

Reporting Spreadsheet

Key:

Green

Income / Savings achieved - low risk

Amber

Income / Savings in progress- further work required - medium risk

Red

Income / Savings aspirational or not commenced - high risk (may require a change in council policy &/or member approval)

Income Generation/Cost Savings Ideas			RAG	Realism	Priority	Income/Savings						Member Decision Req	Additional Resources	SLT Lead Update /Comments	Lead Member	CLT Lead	SLT Lead
Line No	Serv Ref	Description				2016/17	2017/18	2018/19	2019/20	2020/21							
6	PrSe	Develop Land for Shared Ownership	Red	H	H	0	0	0	25,000	30,000	Y	N	CDC land at Airedale Avenue/Elsey Croft, Skipton is currently undergoing appraisal. Assist with Housing Strategy Aims	Patrick Mulligan	Paul Ellis	Ian Halton	
19	IT	Network / Firewall Replacement	Red	H	H	0	0	2,000	2,000	2,000	N	N	Work Scheduled for 2018/19	John Dawson	Paul Ellis	Darrem Maycock	
32	PrSe	Engine Shed Lane	Red	Projects on existing savings plan reported to Policy Committee quarterly included for completeness		0	10,000	10,000	10,000	10,000			Review and options appraisal in progress with report to CLT in July 2017	Patrick Mulligan	Paul Ellis	Ian Halton	
33	EnSe	Aireview House	Red			0	10,000	10,000	10,000	10,000			Partly slipped to 2017/18. Awaiting HCA match funding application due in December 2016 before progressing	Carl Lis	Paul Ellis	Wyn Ashton	
TOTAL RED SAVINGS						0	20,000	22,000	47,000	52,000							

35	ReBe	2017 review CTR and local discount schemes	Amber	H	H	0	20,000	20,000	20,000	20,000	Y	N	Proposals approved at policy and currently under consultation	John Dawson	Paul Shevlin	David Carre	
36	IT	Replacement of Web Hosting and CMS	Amber	H	H	0	0	2,000	2,000	2,000	N	N	Project underway to replace existing Web Hosting and CMS software which will lead to reduced licencing costs. Estimated project completion mid-2018.	John Dawson	Paul Ellis	Darren Maycock	
37	LeSe	Establish Turnstile System past reception	Amber	M	M	0	2,610	3,480	3,480	3,480	N	N	£1,000 included in 2017/18 budget. Budget will require further adjustment on delivery of the approved capital project.	Patrick Mulligan	Paul Ellis	Ian Halton	
38	Fi	Insurance Contract Tender	Amber	H	H	0	30,000	30,000	30,000	30,000	N	N	In standstill period until 27 March - 2017/18 budget will require adjustment	Patrick Mulligan	Nicola Chick	Claire Hudson	
TOTAL AMBER SAVINGS						0	52,610	55,480	55,480	55,480							

39	BeSe	Introduce a week day cremation option for late afternoon services hold over only	Green	H	H	0	5,000	5,000	5,000	5,000	N	N	To be delivered in 2017/18	Patrick Mulligan	Paul Ellis	Ian Halton
40	BeSe	Secondary sales/marketing campaign for jewellery memorials, flowers/wreaths	Green	H	H	0	7,000	10,000	12,000	12,000	N	Y	Review of schemes, marketing materials and promotional outlets currently being developed	Patrick Mulligan	Paul Ellis	Ian Halton
41	BeSe	Promote Saturday services, review price	Green	H	M	0	5,000	5,000	5,000	5,000	N	N	To be delivered in 2017/18	Patrick Mulligan	Paul Ellis	Ian Halton
42	BeSe	Increase the memorial options at Ingleton Cemetery & Chapel to generate additional revenue	Green	H	M	0	1,000	1,000	1,000	1,000	N	Y	Schemes to be decided and then promotional materials can be developed. Planned implementation for 2017	Patrick Mulligan	Paul Ellis	Ian Halton
43	BeSe	Improve the planting options for grave maintenance charged to grave owners	Green	H	M	0	500	500	500	500	N	N	Must be sure that GM contractor will undertake planting as required and in accordance with scheme	Patrick Mulligan	Paul Ellis	Ian Halton
44	BeSe	Upgrade music system with additional features for sales opportunities e.g. DVD's, web casting etc.	Green	H	M	0	3,120	4,160	5,580	5,580	Y	N	Installation completed	Patrick Mulligan	Paul Ellis	Ian Halton
45	BuSu	Reduce Business Support Budget by £5k in 16/17 and 18/19	Green	H	H	5,000	5,000	10,000	10,000	10,000	N	N	Achieved & Implemented	John Dawson	Paul Shevlin	Joanne Garnett

Income Generation/Cost Savings Ideas			RAG	Realism	Priority	Income/Savings					Member Decision Req	Additional Resources	SLT Lead Update /Comments	Lead Member	CLT Lead	SLT Lead
Line No	Serv Ref	Description				2016/17	2017/18	2018/19	2019/20	2020/21						
46	BuSu	50% of Car Parking Permits to be issued via email resulting in postage and officer time savings	Green	H	H	100	150	200	250	250	N	N	Achieved & Implemented	John Dawson	Paul Shevlin	Joanne Garnett
47	BuSu	Selling advertising space on the meeting room booklet	Green	H	M	300	300	300	300	300	N	N	Achieved & Implemented	John Dawson	Paul Shevlin	Joanne Garnett
48	BuSu	Enhance income levels by £2k in 16/17 and 18/19 (Room bookings, refreshments, etc.)	Green	M	M	2,000	3,000	3,000	3,000	3,000	N	N	Achieved & Implemented	John Dawson	Paul Shevlin	Joanne Garnett
49	BuSu	Selling old MFD's/printer	Green	H	M	1,300	0	0	0	0	N	N	Achieved & Implemented	John Dawson	Paul Shevlin	Joanne Garnett
50	CuSe	Promotion of DD and online payments as opposed to cheques	Green	M	H	2,000	2,000	2,000	2,000	2,000	N	N	Achieved & Implemented	John Dawson	Paul Shevlin	
51	DeSe	Elections- Pilot Project - Hand deliver electoral registration forms in Skipton area using canvasing staff. Estimated saving of upto 50% on postage costs.	Green	M	H	800	800	800	800	800	N	Y	Achieved & Implemented	John Dawson	Paul Shevlin	Andrew Mather
52	DeSe	Elections - Preapare election sundry packs in house from recycled equipment. 30 packs per year at a £10 saving per pack	Green	H	H	300	300	300	300	300	N	N	Achieved & Implemented	John Dawson	Paul Shevlin	Andrew Mather
53	DeSe	Printing and Stationary - Stop sending paper copies of agenda and reports to elected members. This could reduce printing and postage costs by estimated 75% (50% in first year)	Green	M	H	1,500	2,146	5,865	5,865	5,865	Y	N	Achieved & Implemented	John Dawson	Paul Shevlin	Andrew Mather
54	EnSe	Revised Collection Xmas Waste Collection	Green			0	2,500	2,500	2,500	2,500	Y	N	Achieved & Implemented 17/18 Budget will require adjustment.	Carl Lis	Paul Ellis	Wyn Ashton
55	EnSe	Alternative Waste Collection Methods & Further Review of Waste Management, Env Health & Hsg	Green	H	H	57,000	57,000	57,000	57,000	57,000	Y	Y	Achieved & Implemented	Carl Lis	Paul Ellis	Wyn Ashton
56	EnSe	Bring Site Review	Green	H	H	2,250	9,000	9,000	9,000	9,000	Y	N	Achieved & Implemented	Carl Lis	Paul Ellis	Wyn Ashton
57	EnSe	Mobile Homes Licensing, Hawkers Licences	Green	H	H	0	3,000	3,000	3,000	3,000	Y	N	Achieved & Implemented	Carl Lis	Paul Ellis	Wyn Ashton
58	EnSe	Housing / Env Health & Waste Management Review	Green			0	6,000	6,000	6,000	6,000			Achieved & Implemented - Check 17/18 budget	Carl Lis	Paul Ellis	Wyn Ashton
59	Fi	Additional Income Ctax at £5 compared to 1.99%	Green	M	H	0	41,314	41,314	41,314	41,314	Y	N	Achieved & Implemented	Patrick Mulligan	Nicola Chick	Claire Hudson
60	HR	Encouraging applicants to submit recruitment forms online	Green	H	H	500	1,000	1,000	1,000	1,000	N	N	Achieved & Implemented	John Dawson	Paul Shevlin	Jacquie Hodgson
61	HR	Reduce Training budget (due to reductions in overall staffing)	Green	H	H	5,000	5,000	5,000	5,000	5,000	N	N	Achieved & Implemented	John Dawson	Paul Shevlin	Jacquie Hodgson
62	HR	Provision of HR services to other authorities and organisations	Green	M	M	700	700	700	700	700	N	N	Achieved & Implemented	John Dawson	Paul Shevlin	Jacquie Hodgson
63	IT	Replacement of Planning system	Green	H	H	0	14,000	14,000	14,000	14,000	N	N	Project underway to replace existing planning software which will lead to reduced licence costs. Estimated project completion mid-2017. Full savings achievable in 2017. Budget adjusted.	John Dawson	Paul Ellis	Darrem Maycock
64	IT	MFD Replacement	Green	H	H	8,586	8,586	8,586	8,586	8,586	N	N	Achieved & Implemented	John Dawson	Paul Ellis	Darrem Maycock
65	IT	Wide Format Printer Replacement	Green	H	H	1,000	1,000	1,000	1,000	1,000	N	N	Achieved & Implemented	John Dawson	Paul Ellis	Darrem Maycock
66	IT	Syslog Management Solution Review	Green	H	H	3,340	3,340	3,340	3,340	3,340	N	N	Achieved & Implemented	John Dawson	Paul Ellis	Darrem Maycock
67	IT	VDI Replacement	Green	H	H	15,000	15,000	15,000	15,000	15,000	N	N	Achieved & Implemented	John Dawson	Paul Ellis	Darrem Maycock
68	IT	Homelessness Budget R343	Green	H	H	10,000	10,760	10,760	10,760	10,760	N	N	Achieved & Implemented	John Dawson	Paul Ellis	Darrem Maycock
69	LeSe	Introduce chargeable fitness tests replaced by School Holiday Activity Promotions	Green	H	H	1,600	2,500	2,500	2,500	2,500	N	N	£2,620 additional income generated to date	Patrick Mulligan	Paul Ellis	Ian Halton
70	LeSe	Increase Off Peak Usage of Gym	Green	M	M	0	1,500	1,500	1,500	1,500	Y	N	Replaced original action with new one. Promotion for Month of January planned.	Patrick Mulligan	Paul Ellis	Ian Halton



Income Generation/Cost Savings Ideas			RAG	Realism	Priority	Income/Savings					Member Decision Req	Additional Resources	SLT Lead Update /Comments	Lead Member	CLT Lead	SLT Lead
Line No	Serv Ref	Description				2016/17	2017/18	2018/19	2019/20	2020/21						
71	LeSe	Packages for Swimming Lessons	Green	H	H	0	2,500	5,000	5,000	5,000	N	N	Currently benchmarking cost & packaging options. To be introduced in September 17 to fit with new teaching/school year. 17/18 figure amended to reflect introduction timing.	Patrick Mulligan	Paul Ellis	Ian Halton
72	LeSe	Increase the number of pool parties	Green	H	H	0	9,000	9,000	9,000	9,000	N	Y	Café project to be completed and new staff in place. Project on track	Patrick Mulligan	Paul Ellis	Ian Halton
73	LeSe	Establish external exercise classes/activities	Green	H	H	0	1,000	1,500	2,000	2,000	N	Y	Areas/venues to be identified for start in 2017	Patrick Mulligan	Paul Ellis	Ian Halton
74	LeSe	Introduce summer sports camps	Green	H	H	0	3,000	5,000	7,000	7,000	N	Y	To launch in Summer 2017. Other holiday period will be introduced following summer launch.	Patrick Mulligan	Paul Ellis	Ian Halton
75	LeSe	Establish on-line services	Green	H	H	0	1,000	1,000	1,000	1,000	N	N	Literature savings and potential to generate additional income across Centre activities	Patrick Mulligan	Paul Ellis	Ian Halton
76	LeSe	Introduce merchandise for sales eg logo/branded fitness kit, chest belts	Green	H	H	0	3,000	4,000	6,000	6,000	N	N	Fitness merchandise to be launched in conjunction with new spin room/kit/virtual classes	Patrick Mulligan	Paul Ellis	Ian Halton
77	LeSe	Operate training courses e.g. first aid	Green	M	M	0	7,200	7,200	9,000	9,000	N	N	Inaugural course delivered to CDC staff as a pilot - to be rolled out in 2017/18	Patrick Mulligan	Paul Ellis	Ian Halton
78	LeSe	Staff Uniform Sponsorship	Green	M	M	0	2,000	2,000	2,000	2,000	N	N	Potential to get uniforms supplied in return for advertising in Centre	Patrick Mulligan	Paul Ellis	Ian Halton
79	LeSe	Revamp the Pool Shop	Green	M	M	0	8,000	5,000	5,000	5,000	N	N	Remerchandising, revised range and regular promotions	Patrick Mulligan	Paul Ellis	Ian Halton
80	LeSe	Personal Training Services	Green	M	M	0	2,500	5,000	5,000	5,000	N	N	Launch & promote for Spring 2017. Promotion of personal training vouchers - ideal Xmas present!	Patrick Mulligan	Paul Ellis	Ian Halton
81	LeSe	Offer additional pool space and time to Craven Energy	Green	M	M	0	500	500	500	500	N	N	Some additional time has been accommodated.	Patrick Mulligan	Paul Ellis	Ian Halton
82	LeSe	Review and promote park hire for external events, festivals, shows etc	Green	M	M	0	1,000	1,000	1,000	1,000	N	Y	Park hire not currently included in fees & charges, further appraisals and discussions with CLT required	Patrick Mulligan	Paul Ellis	Ian Halton
83	LeSe	Improve café facilities to raise quality standards, improve how food is prepared and served, introduce new menu's	Green	H	H	0	22,500	25,000	30,000	30,000	Y	N	Project on track	Patrick Mulligan	Paul Ellis	Ian Halton
84	LeSe	Replacement of Spinning Bikes	Green	M	M	0	7,500	9,000	9,000	9,000	Y	N	New spin bikes installed with 10% increase in usage recorded to date	Patrick Mulligan	Paul Ellis	Ian Halton
85	LeSe	Triathlon Retender	Green	M	M	0	5,000	5,000	5,000	5,000	N	N	Event opened for entries target is 850.	Linda Brockbank	Paul Shevlin	Sharon Hudson
86	PaSe	HGV Parking	Green			1,000	2,000	2,000	2,000	2,000			Achieved & Implemented - commence 1st May	Patrick Mulligan	Paul Ellis	Ian Halton
87	PaSe	Craven Pool Parking	Green			500	1,000	1,000	1,000	1,000			Achieved & Implemented - commence 1st May	Patrick Mulligan	Paul Ellis	Ian Halton
88	PaSe	Implement pay & display machines and other infrastructure upgrades to create cost effective payment options	Green	H	H	0	2,000	5,000	5,000	5,000	Y	N	4 more new machines installed in 16/17 which include card payment. Looking to carry out some promotions on paying by card. 2017/18 budget may need adjusting	Patrick Mulligan	Paul Ellis	Ian Halton
89	PaSe	Review of parking charges	Green	H	H	0	100,000	100,000	100,000	100,000	Y	Y	New fee structure in place from April 1st	Patrick Mulligan	Paul Ellis	Ian Halton
90	PIRe	Land Charges - new commercial premises rate	Green	H	H	0	5,000	5,000	5,000	5,000	Y	N	Achieved & Implemented	Richard Foster	David Smurthwaite	Neville Watson
91	PIRe	Building Control Resource Review	Green	H	H	0	16,201	16,201	16,201	16,201	N	N	Achieved & Implemented	John Dawson	David Smurthwaite	Andrew Allott
92	PIRe	Charge tourist attractions to display their materials	Green	H	H	1,650	1,500	1,500	1,500	1,500	N	N	Achieved & Implemented	Simon Myers	David Smurthwaite	Sharon Sunter
93	PrSe	Rationalise our supply chain to reduce costs	Green	H	H	2,714	1,000	1,000	1,000	1,000	N	N	Cost saving of £2,714 in 2016/17 via amalgamation of fire and intruder alarm contracts from 14 individual to a single combined alternative	Patrick Mulligan	Paul Ellis	Ian Halton



APPENDIX B

Income Genereation/Cost Savings Ideas			RAG	Realism	Priority	Income/Savings					Member Decision Req	Additional Resources	SLT Lead Update /Comments	Lead Member	CLT Lead	SLT Lead
Line No	Serv Ref	Description				2016/17	2017/18	2018/19	2019/20	2020/21						
94	PrSe	Skipton Town Hall	Green			1,940	60,410	76,660	76,660	76,660			Completion due April 2017	Patrick Mulligan	Paul Ellis	Ian Halton
95	PrSe	Building Homes For Shared Ownership	Green			2,000	20,000	45,000	45,000	45,000			Giggleswick and one of two, Sutton units are completed with tenants in occupation. Second unit at Little Croft, Sutton, on the market. Pilot scheme for S/O started on site on 15/3/17. Three further Phase I sites awarded planning consent and can now to go to procurement for construction	Patrick Mulligan	Paul Ellis	Ian Halton
96	ReBe	Receiving full BID payment	Green	M	M	5,000	5,000	5,000	5,000	5,000	N	N	Achieved & Implemented	John Dawson	Paul Shevlin	David Carre
97	ReBe	Reduction in Printing Costs - due to e-forms, channel shift & printing in house	Green	H	M	600	700	800	900	900	N	N	Achieved & Implemented	John Dawson	Paul Shevlin	David Carre
98	ReBe	Reviewing all external contracts as they expire.	Green	M	M	1,500	1,500	1,500	1,500	1,500	N	N	Achieved & Implemented	John Dawson	Paul Shevlin	David Carre
TOTAL GREEN SAVINGS						135,180	509,527	576,186	591,056	591,056						
		TOTAL				135,180	582,137	653,666	693,536	698,536						

Total	Red	0	20,000	22,000	47,000	52,000
Total	Amber	0	52,610	55,480	55,480	55,480
Total	Green	135,180	509,527	576,186	591,056	591,056
		135,180	582,137	653,666	693,536	698,536

TARGET 2016/17		300,000	650,000	800,000	1,200,000	1,400,000
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Green yet to impact on 17/18		0	9,500	9,500	9,500	9,500
Amber		0	52,610	55,480	55,480	55,480
Red		0	20,000	22,000	47,000	52,000
Total		0	82,110	86,980	111,980	116,980

Target to Balance Following Year Budget from Updated LTFS (Feb 2017) Excluding Green Status			584,000	545,000	959,000	954,000
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GAP TO TARGET		0	501,890	458,020	847,020	837,020
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Key						
Business Support (BuSu)		Democratic Services (DeSe)			Parking Services (PaSe)	
Revenues & Benefits (ReBe)		Customer Services (CuSe)			Property Services (PrSe)	
Human Resources (HR)		Bereavement Services (BeSe)			Planning and Regen (PIRe)	
Licensing (Li)		Leisure Services (LeSe)			ICT (IT)	
					Environmental Services & Housing (EnSe)	
					Finance (Fi)	

APPENDIX C

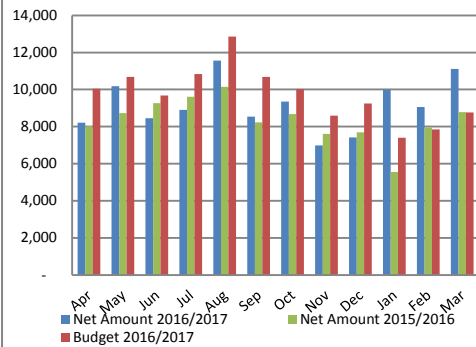
Parking Fees Jan – Mar 2017 (2016/2017 FYR)

2016/17	Cavendish Street			Waller Hill			Coach Street			High Street			Bunkers Hill		
	Amount 2015/2016 £	Amount 2016/2017 £	Budget 2016/2017 £	Amount 2015/2016 £	Amount 2016/2017 £	Budget 2016/2017 £	Amount 2015/2016 £	Amount 2016/2017 £	Budget 2016/2017 £	Amount 2015/2016 £	Amount 2016/2017 £	Budget 2016/2017 £	Amount 2015/2016 £	Amount 2016/2017 £	Budget 2016/2017 £
Month															
April	£ 8,015	£8,219	£10,033	£ 9,241	£10,253	£9,747	£ 33,264	£33,492	£33,444	£ 47,794	£54,288	£47,778	£ 1,347	£1,652	£1,529
May	£ 8,736	£10,184	£10,687	£ 10,473	£9,545	£10,381	£ 33,415	£36,100	£35,622	£ 51,642	£55,287	£50,889	£ 1,549	£1,107	£1,628
June	£ 9,259	£ 8,461	£9,683	£ 9,895	£11,775	£9,407	£ 31,315	£34,071	£32,278	£ 49,690	£51,823	£46,111	£ 1,695	£1,429	£1,476
July	£ 9,603	£ 8,898	£10,838	£ 10,819	£10,841	£10,529	£ 37,334	£40,139	£36,128	£ 53,825	£59,400	£51,611	£ 1,525	£1,889	£1,652
August	£ 10,138	£11,563	£12,857	£ 11,505	£11,992	£12,489	£ 40,708	£45,587	£42,856	£ 59,688	£65,841	£61,222	£ 1,907	£1,664	£1,959
September	£ 8,222	£ 8,543	£10,675	£ 9,759	£11,036	£10,370	£ 34,235	£37,415	£35,583	£ 57,334	£53,215	£50,833	£ 1,548	£ 1,659	£1,627
October	£ 8,677	£ 9,343	£10,021	£ 10,527	£11,118	£9,735	£30,976	£35,573	£33,406	£ 52,744	£56,362	£47,772	£ 1,775	£ 1,544	£1,527
November	£ 7,599	£ 6,987	£ 8,598	£ 8,277	£ 9,856	£8,352	£ 21,650	£25,653	£28,661	£ 41,317	£45,807	£40,944	£ 620	£ 1,382	£1,310
December	£ 7,693	£ 7,425	£ 9,252	£ 9,573	£10,322	£8,987	£ 25,670	£31,170	£30,839	£ 57,890	£60,482	£44,056	£ 1,717	£ 1,132	£1,409
January	£ 5,557	£ 9,992	£7,408	£ 6,953	£ 9,667	£7,197	£ 16,936	£23,064	£24,694	£ 31,018	£ 39,275	£35,278	£ 1,054	£ 1,582	£ 1,129
February	£ 7,952	£ 9,057	£7,852	£ 9,646	£ 8,379	£7,627	£ 26,733	£ 24,998	£ 26,172	£ 45,533	£ 38,693	£37,388	£ 1,351	£ 1,544	£ 1,196
March	£ 8,773	£ 11,103	£8,762	£ 9,571	£ 10,123	£ 8,511	£ 30,048	£ 31,620	£ 29,206	£ 48,216	£ 50,107	£ 41,722	£ 1,440	£ 1,721	£ 1,335
	£100,224	£109,775	116,666	£116,239	£124,907	113,332	£ 362,285	£398,882	£388,889	£ 596,691	£630,580	£555,604	£17,528	£18,305	£17,777
Variance		9,551	(£6,891)		8,668	11,575		36,597	9,993		33,889	74,976		777	528

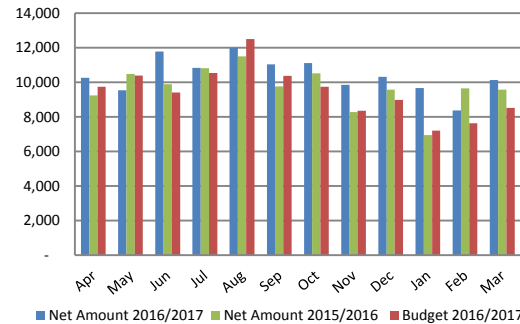
2016/17	Ashfield Road			Whitefriars			Greenfoot			Backgate & Community Centre		
	Amount 2015/2016 £	Amount 2016/2017 £	Budget 2016/2017 £	Amount 2015/2016 £	Amount 2016/2017 £	Budget 2016/2017 £	Amount 2015/2016 £	Amount 2016/2017 £	Budget 2016/2017 £	Amount 2015/2016 £	Amount 2016/2017 £	Budget 2016/2017 £
Month												
April	£ 4,556	£4,976	£4,778	£ 5,492	£5,875	£5,064	£ 2,276	£1,671	£1,720	£ 1,855	£1,590	£2,007
May	£ 4,528	£4,344	£5,089	£ 5,596	£5,275	£5,394	£ 1,725	£1,818	£1,832	£ 1,970	£1,432	£2,137
June	£ 4,107	£5,488	£4,611	£ 5,327	£6,339	£4,888	£ 1,713	£2,853	£1,660	£ 1,361	£2,437	£1,937
July	£ 5,127	£5,669	£5,161	£ 6,024	£6,135	£5,471	£ 2,132	£2,352	£1,858	£ 2,199	£2,637	£2,168
August	£ 5,985	£6,559	£6,122	£ 6,656	£8,150	£6,490	£ 3,013	£3,895	£2,204	£ 3,328	£2,818	£2,571
September	£ 4,854	£5,544	£5,083	£ 4,964	£5,683	£5,388	£ 2,824	£ 2,393	£1,830	£ 2,555	£ 3,126	£2,135
October	£ 4,571	£ 5,399	£4,772	£ 4,770	£ 5,113	£5,059	£ 1,935	£ 2,038	£1,718	£ 2,556	£1,609	£2,004
November	£ 2,548	£ 4,217	£4,094	£ 2,474	£ 4,217	£4,340	£ 1,104	£ 1,668	£1,474	£ 358	£ 684	£2,720
December	£ 4,123	£ 3,259	£4,406	£ 2,213	£ 2,736	£4,670	£ 810	£ 706	£1,586	£ 498	£ 413	£1,850
January	£ 3,275	£ 3704	£ 3,528	£ 3,278	£ 3,926	£ 3,739	£ 788	£ 1,475	£ 1,270	£ 553	£ 821	£1,482
February	£ 3,086	£ 3,695	£ 3,739	£ 3,072	£ 3,371	£ 3,963	£ 908	£ 1,242	£1,346	£ 898	£ 810	£1,570
March	£ 4,903	£ 4,634	£ 4,172	£ 5,643	£4,456	£ 4,423	£ 2,022	£ 1,968	£ 1,502	£ 2,034	£ 1,438	£ 1,752
	£ 51,664	£57,488	£55,556	£ 55,509	£61276	£58,889	£ 21,250	£24,078	20,000	£ 20,165	£19,815	£24,333
Variance		5,824	1,932		5,767	2,387		2,828	4,078		(350)	(4518)

### Cavendish Street



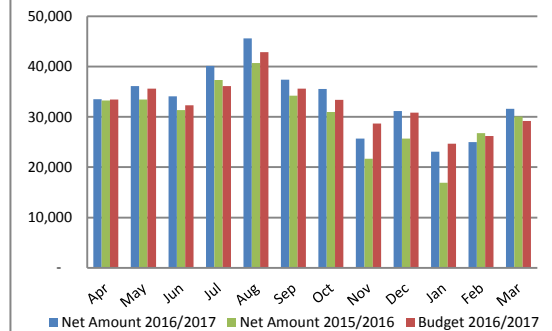
Comments: Income increased by 9.53% (£9,551) over same period last Year and down by 5.91% (£6,891) on budget

### Waller Hill



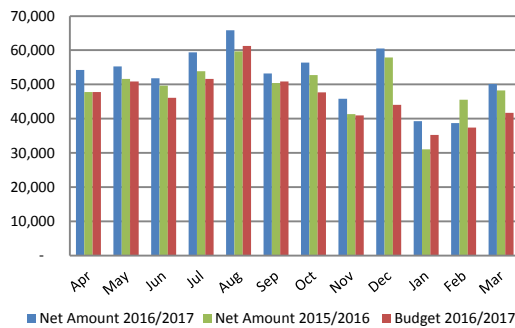
Comments: Income increased by 7.46% (£8,668) over same period last year and up by 10.21% (£11,575) on budget

### Coach Street



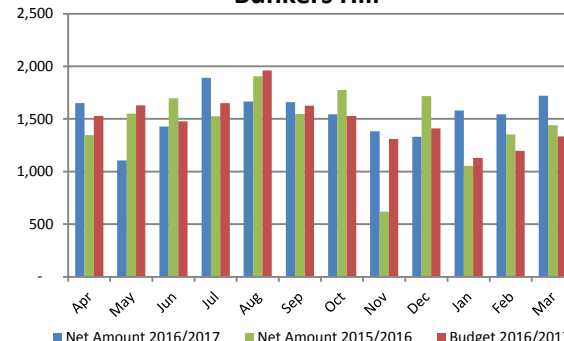
Comments: Income increased 10.10% (£36,597) over same period last year and up by 2.57% (£9,993) on budget

### High Street



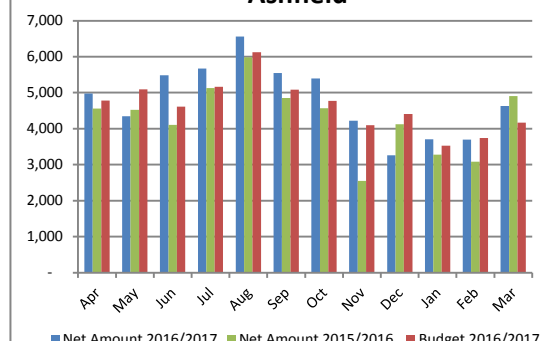
Comments: Income increased by 5.68% (£33,889) over same period last year and up by 13.49% (£74,976) on budget

### Bunkers Hill



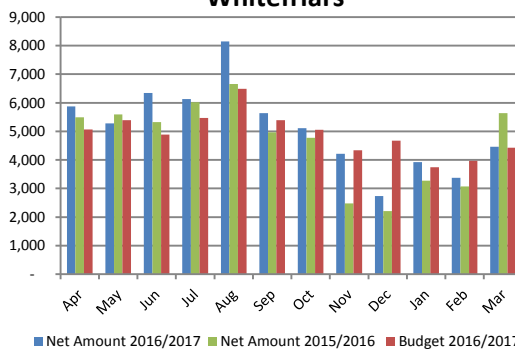
Comments: Income increased by 4.43% (£777) over same period last year and up by 2.97% (£528) on budget

### Ashfield



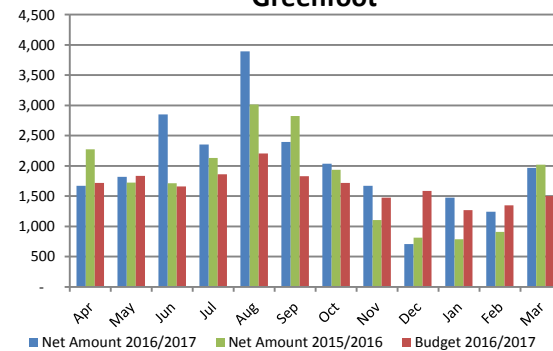
Comments: Income increased by 11.27% (£5,824) over same period last year and up by 3.48% (£1,932) on budget

### Whitefriars



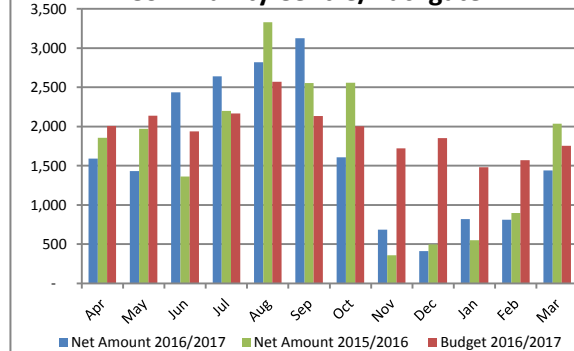
Comments: Income increased by 10.39% (£5767) over same period last year and up by 4.05% (£2,387) on budget

### Greenfoot



Comments: Income increased by 13.03% (£2,828) over same period last year and up by 20.39% (£4,078) on budget

### Community Centre/Backgate



Comments: Income decreased by 1.74% (£66350.) over same period last year and decreased by 18.57% (£4,518) on budget

**Revenue Budget Slippage Requests - 2016/17**

Ref	Request Description	Cost Centre	Cost Centre (T)	Account Code	2016/17 Revised Budget £	2016/17 Draft Accounts spend £	Balance £	2017/18 Slippage Request £	Comment
CUL01	Reduced spend in 16/17 through exhibition costs being met through the Museum Resilience Project- funded by the Arts Council. Slippage will allow the exhibition of collections once the museum development is underway.	R301	Museum & Gallery	1530	6,270	1,197	5,073	3,000	
CUL02	Craven Museum development project includes 2 fixed term posts of 12 months each for the duration of the project leading up to submission of the stage 2 bid. CDC agreed at the outset of the project to cover the salaries of the posts for the 3-month HLF decision-making window for stage 2, in order to provide a bridge between the two project phases. These funds were included in the Craven Museum salary budget for the 16/17 financial year, however, the HLF submission and subsequent decision making will not take place until September 2017. Slippage has therefore been requested to cover this agreed expense at the time it will be incurred.	R301	Museum & Gallery	0100 0160 0170	87,771	74,870	12,901	9,300	
COM01a	<b>Community Grants:</b> There are 5 remaining Community Grants to be paid from 2016-17. £2k is for Gargrave Playground project which should be complete in May 17. Other 3 outstanding amounts likely to be withdrawn. But need to contact organisations to confirm	R355	Comms & Partnerships	2080	50,370	35,856	14,514	3,133	
COM01b	<b>Ward Member Grants:</b> There are 8 applications to the Ward Member Grant pot that have been approved by Members but still waiting paperwork back from projects. Out of the remaining budget £3,405 has been allocated. A recommendation is being taken to Members as part of the Ward Member Grant review (due to go to Policy in July) that the remaining budget be carried forward to boost the 2017/18 budget provision for Ward Member Grants	R355	Comms & Partnerships	2080				6,940	
ECD01	The request is to carry forward the balance of the budget that was made available for the purchase of engineering services to support the development and delivery of a variety of capital projects designed to make a direct contribution to achieving the Council's priority for an Enterprising Craven.	R311	Industrial Development	1150	91,543	39,096	52,447	52,447	
ECD03	Settle-Carlisle Railway was late in submitting their invoice request for payment of grant.	R310	Grants & Donations	2080	3,500	2,500	1,000	1,000	
HSG01	As part of the budget setting process for 2017/18 no account was made for the cost of Temporary Accommodation for those being made homeless whilst the existing homeless hostel is re-modelled. £20,000 has been vired from under-used Housing budgets in 2016/17 and needs to be slipped into 2017/18 to cover the cost of the temporary accommodation.	R342	Aireview House	0630	20,000	-	20,000	20,000	
CMS01	Slippage the Leeds Credit Union Membership forward	R426	Community Services	Various	10,000	3,415	6,585	6,585	
CCPR01	James Anderson completed and sent to S.Reffin for confirmation - to roll NET balance fo CDC funding into 17/18.... Awaiting SR to confirm.	R348	CCRP	Whole Cost Centre	24,740	2,660	22,080	22,080	
<b>Total</b>					<b>294,194</b>	<b>159,594</b>	<b>134,600</b>	<b>124,485</b>	

## Estimated Balances and Reserves

## APPENDIX E

Reserve	Opening Balance 1 Apr 16 £'000	Budgeted in Year Receipts £'000	In Year Commitments	Future Year Commitments	In year and Year End Contributions £'000	Available Balance 31 March 17 Onwards £'000	Link to Council Plan / Priority	Purpose of Reserve (all reserves are revenue and their purpose is reviewed as part of the budget process each year)
New Homes	1,258	1,086	(443)	(894)	100	1,108	1,2,3	3 Overarching project areas - Infrastructure, Empty Homes & Localism.
Planning	370	0	(119)	0	425	676	1	To contribute towards costs of LDF and contingency for planning enquiry costs / appeals
Enabling Efficiencies	418	20	(141)	(167)	7	137	2,4	For use for projects to create future savings and efficiencies
Vehicles	580	30	(57)	(279)	108	383	4	Set up to fund purchase of vehicles
ICT	730	30	(71)	(165)	50	574	4	Set up to fund investment in IT (enabling technology)
Buildings	465	30	(94)	(237)	100	264	4	Set up to fund maintenance, repairs and improvements to council properties
Insurance	50	10	0	0	0	60	4	Fund excess on insurance claims
Business Rates Contingency	1,250	107	(364)	(484)	101	610	4	To mitigate against deficits in the North Yorkshire Business Rates Pool
Future Year Budget Support	365	0	(271)	0	132	226	4	2016/17 savings achieved as per savings plan to support future year budgets
Contingency & Slippage	195	0	(195)	0	149	149	4	Slippage requests
Other	105	0	0	0	0	105	1,4	
<b>Total Earmarked Reserves</b>	<b>5,786</b>	<b>1,313</b>	<b>(1,754)</b>	<b>(2,225)</b>	<b>1,173</b>	<b>4,293</b>		
General Fund	995	0	0		0	0		Unallocated GF reserve acts as contingency for unexpected expenditure
<b>Total Revenue Reserves</b>	<b>6,781</b>	<b>1,313</b>	<b>(1,754)</b>		<b>1,173</b>	<b>4,293</b>		

### KEY Council Plan Priority Area

1 Enterprising Craven. 2 Greener Craven. 3 Working with Communities. 4 Financial Resilience.